


**AREA MANAGEMENT EVALUATION
SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

AREA Susanville	DIVISION Northern	NUMBER 140
EVALUATED BY Sgt. D. Solari, 12110		DATE 02/12/2010

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE May 1, 2010	
FOLLOW-UP REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		COMMANDER'S REVIEW 	DATE 3/11/10
BY _____		EVALUATED Yes	ACTION REQUIRED No
CORRECTED			

1. GENERAL

- a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No
- (1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No
- (2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No
- b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No
- (1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No
- (a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No
- c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No
- (1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No
- (2) Do employees initiate their own career development plan? ☒ Yes ☐ No
- (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)

EVALUATED No	ACTION REQUIRED N/A	CORRECTED
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- a. What are the commander's plans for developing Area lieutenants?

- (1) Are the plans in writing? ☐ Yes ☐ No
- (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☐ Yes ☐ No
- (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☐ Yes ☐ No
- (a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☐ No
- (b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☐ Yes ☐ No
- (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☐ Yes ☐ No

(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility? ☐ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility?

(b) Are the lieutenants submitting completed staff work? ☐ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system? ☐ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments? ☐ Yes ☐ No

b. Are lieutenants given freedom to manage their respective operations? ☐ Yes ☐ No

(1) Are the lieutenants effective supervisors? ☐ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors? ☐ Yes ☐ No

(3) Are the lieutenants well-organized in their work? ☐ Yes ☐ No

(a) Do they maintain files to assist in evaluations? ☐ Yes ☐ No

(b) Do they plan and make effective use of time? ☐ Yes ☐ No

(c) Do they work closely with subordinates? ☐ Yes ☐ No

(d) Do they foresee problems and plan for them? ☐ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority? ☐ Yes ☐ No

3. SERGEANTS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood? ☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities? ☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time? ☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills? ☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates? ☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates? ☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? These officers are provided with details of the promotional process, given OIC duties and provided numerous scenarios where decisive action is needed.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals? ☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved? ☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior? ☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift? ☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage? ☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs? ☒ Yes ☐ No

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(a)	Are sergeants conducting ride-alongs as required?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(b)	How are ride-alongs documented? An annual chart and POST documents inserted in employee's file.		
(6)	Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a)	How is courtroom observation documented? Normally on the CHP 100 with verbal affirmation.		
(b)	Has courtroom procedures/testimony training been provided for officers?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(7)	What policy does Area have for review of reports? Sergeant review all in-custody reports. Area Commander and sergeants review high profile and major injury or fatal collisions. The A/I review officer reviews all collision reports and investigations.		
(a)	How often do sergeants review and, if necessary, discuss reports with officers? When assistance or improvement is deemed necessary.		
(b)	If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(c)	Do supervisors utilize matrix reports as well as hands-on inspection of documents?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(8)	Do sergeants respond to incidents involving damage to state equipment or injury to personnel?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a)	Do they assist with felony arrests or respond to physical arrest incidents?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(b)	Do they respond to specific types of accidents? <i>(If yes, specify.)</i>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
	Road closures, patrol vehicle collisions and high profile incidents.		
(c)	What role do sergeants assume at accident scenes? Incident commander and assisting the investigator with the thorough and efficient collection of evidence and documentation.		
(d)	Are sergeants aware of MAIT call-out criteria?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(e)	How many times has a sergeant been "called-out" to an accident in the past year? Approx. 12		
(9)	Are daily briefings held for each shift?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a)	Are briefings interesting and meaningful, with the supervisor in control?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(b)	How are briefing items and attendance documented and filed for future reference? An Area specific briefing item template is used with each officer's ID number at the bottom. Officers attending briefing are checked off when the item is briefed.		
(c)	How are special duty officers briefed? The two Special Duty officers regularly attend the mid-shift briefing and are also checked off using the system described above.		
(10)	What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Paper day-planner, Groupwise calander.....?		
(11)	Do sergeants participate in Public Affairs activities?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
(a)	Have they received public speaking training from their commander?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
(12)	Do newly promoted or transferred sergeants receive proper orientation?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(13)	Do the sergeants have a good working knowledge of policies and procedures affecting their assignment?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

(a) How do sergeants keep current on additions or revisions to policy? Policy revisions and MMs routed to the sergeants where items are initialed and then placed into a file.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.? ☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates? ☒ Yes ☐ No

4. OFFICERS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. Does Area have a formal orientation training program? ☒ Yes ☐ No

(1) Does a supervisor oversee this program? ☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training? ☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified? ☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program? ☒ Yes ☐ No

(1) Has an effective training program plan been developed? ☒ Yes ☐ No

(a) Does it reflect both current and future needs? ☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs? ☒ Yes ☐ No

(c) Are plans regularly updated? ☒ Yes ☐ No

(2) Who is responsible for training? Sgt. Powell is the FTEP supervisor and Sgt. Solari is the supervisor for all other Area training. The Area training coordinator works closely with Sgt. Solari with scheduling of personnel.

(a) Is this person effective? ☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled? ☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled? ☐ Yes ☒ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? Normally, instructors are selected by Northern Division.

(3) What methods are used by Area to establish training needs? Current trends, POST requirements and other required training.

(a) Do training topics appear relevant? ☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis? ☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? Sgt. Solari and the Area training coordinator.

(1) Are all officers proficient with cameras? ☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs? ☒ Yes ☐ No

(b) Is refresher training provided periodically? ☒ Yes ☐ No

(c) Who reviews photographs when they are returned? The A/I review officer or supervisor reviewing the investigation.

(d) Is a specific individual responsible for camera maintenance? ☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training? ☒ Yes ☐ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual? ☒ Yes ☐ No

(3) Are there any special needs in the Area? ☒ Yes ☐ No

(a) If so, has any special training been provided in those areas? ☒ Yes ☐ No

(4) Are all officers currently certified in CPR? ☒ Yes ☐ No

(a) Is annual training conducted on schedule? ☒ Yes ☐ No

d. Is one specific person responsible for training records? ☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area? ☐ Yes ☒ No

(2) If a training chart is not used, what type of system is utilized by the Area? The Employee Training Records System (ETRS).

(3) Are In-Service training records complete and current? ☒ Yes ☐ No

(a) Have officers new to the Area been added to the records? ☒ Yes ☐ No

(4) Are records of individual officers current? ☒ Yes ☐ No

5. NONUNIFORMED

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. What special training has been planned for nonuniformed employees? Academy training for PSDI's, and forthcoming cultural diversity training.

b. Is there a planned orientation for new employees? ☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized? ☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"? ☒ Yes ☐ No

6. EVALUATION PROCESS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? Supervisors are assigned to evaluate officers who normally work a similar shift throughout the evaluation period.

(1) Are evaluation assignments equitable? ☒ Yes ☐ No

(2) Are evaluations done on schedule? ☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? These observations are documented on the monthly CHP 112.

b. What records do the supervisors keep on the employees they supervise? Monthly evaluations are detailed and reviewed prior to the evaluation. Other commendations or incident reports are inserted in the employee's personnel file.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? ☒ Yes ☐ No

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☐ Yes ☒ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

7. INTERIM REPORTS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

8. INCIDENT REPORTS (CHP 2)

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Area Commander and supervisors.

(2) How are they filed? Commendable Incidents reports are placed in the employee's file with a copy posted on a clipboard in the briefing room. Censurable incident reports are placed in the employee's file.

(3) Are they available for supervisor's review?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. Are incident reports properly worded?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do they state the subject in plain, concise language?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) When appropriate, do they set goals and provide meaningful direction?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do they accomplish their purpose?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

9. ATTITUDES AND DISCIPLINE	EVALUATED Yes	ACTION REQUIRED No	CORRECTED
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a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? The employees in this Area collectively perform at a proficient level or better with a positive attitude. The supervisors provide guidance and direction when necessary and have earned the employees' respect.

(1) Do officers feel their work is a valuable contribution to the departmental operation?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are there frustrations in their work?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

(a) How can these frustrations be reduced? If any frustrations do exist, it is related to substantially reduced traffic flow during the long winters in the Area. The squad as a whole, desires to be productive, however; diminished traffic flow reduces enforcement opportunities.

(3) Are employees familiar with recent changes in policy or procedure?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Do all employees get along well?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Are there problem individuals?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? N/A

b. Is there a positive motivation force present in the squad?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Is a climate created so that individuals <u>want</u> to do a good job?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

c. Are the grievance and complaint procedures understood by all supervisors and employees?

(1) How do supervisors feel about the procedures? Area supervisors understand the procedures, however; there has not been a grievance filed in this Area in recent history. Area supervisors strive to mitigate issues at the lowest possible level and possess the confidence of the employees to do so in a fair and impartial fashion.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) If there has been a recent case filed, was it handled successfully? N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(a) If no, did it properly proceed to the next appropriate level? N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

**COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT**

Command: Susanville	Division: Northern	Chapter: 7
Inspected by: Sergeant D. Solari		Date: 02/12/10

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans. A CHP 51 Memorandum may be used if additional space is required.

TYPE OF INSPECTION <input type="checkbox"/> Division Level <input checked="" type="checkbox"/> Command Level <input type="checkbox"/> Executive Office Level		Total hours expended on the inspection: _____6_____ hours	<input type="checkbox"/> Corrective Action Plan Included <input type="checkbox"/> Attachments Included
Follow-up Required: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Forward to: Northern Division Due Date: May 1, 2010		
Chapter Inspection: CHAPTER 7, Area Management Evaluation Supervision and Training			
Inspector's Comments Regarding Innovative Practices:			

Command Suggestions for Statewide Improvement:

Inspector's Findings:

Employees, uniformed and non-uniformed, clearly support the mission of CHP and daily Area operations reflect values of GO .08. As a whole, the employees in the Susanville Area reflect an attitude of mutual respect and support.

Supervisors are involved in all aspects of field operations and available to all shifts. Supervisors have appropriate controls in place to ensure timely and accurate report review, ensure officers maintain current statuses on required training, to complete monthly and annual evaluations, and to perform required officer ride alongs.

During the past calendar year, the Area sent five officers to Field Training Officer (FTO) training. These officers successfully trained the Area's first four new officers from the CHP Academy.

COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT

Command: Susanville	Division: Northern	Chapter: 7
Inspected by: Sergeant Dave Solari		Date: 02/12/10

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Commander's Response: ☒ Concur or ☐ Do Not Concur (Do Not Concur shall document basis for response)

Inspector's Comments: Shall address non concurrence by commander (e.g., findings revised, findings unchanged, etc.)

Required Action

Corrective Action Plan/Timeline

<input type="checkbox"/> Employee would like to discuss this report with the reviewer. (See HPM 9.1, Chapter 8 for appeal procedures.)	COMMANDER'S SIGNATURE 	DATE 4/2/10
	INSPECTOR'S SIGNATURE 	DATE 4/16/10
<input type="checkbox"/> Reviewer discussed this report with employee <input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do not concur	REVIEWER'S SIGNATURE 	DATE 4/21/10